



UNITED STATES MARINE CORPS

MARINE CORPS BASE
QUANTICO, VIRGINIA 22134-5001

MCBO 12713.2
c 014/p
30 Apr 90

MARINE CORPS BASE ORDER 12713.2

From: Commanding General
To: Distribution List

Subj: FY 1990-1992 AFFIRMATIVE ACTION PROGRAM PLAN FOR HIRING,
PLACEMENT, AND ADVANCEMENT OF PEOPLE WITH DISABILITIES

Ref: (a) Section 717 of the Civil Rights Act of 1964, as
amended (NOTAL)
(b) Section 501 of the Rehabilitation Act of 1973, as
amended (NOTAL)
(c) EEO MD-713 (NOTAL)
(d) SecDef Memo of 1 Sep 88
(e) Dir, OCPM Memo 12720 OCPM-3212 of 15 Oct 87
(f) CMC HR 12720 MPC-31A of 27 Nov 89

Encl: (1) MCCDC FY 1990-1992 Affirmative Action Program Plan for
Hiring, Placement, and Advancement of People with
Disabilities

1. Purpose. To publish the subject plan, which is outlined in
the enclosure, for implementation within the Command per the refer-
ences.

2. Cancellation. MCCDCO 12713.2.

3. Information. The references require that affirmative action
plans for the hiring, placement, and advancement of people with
disabilities be developed and implemented. The purpose is to
increase the representation of people with disabilities in the work
force, with special emphasis placed on those with targeted
disabilities to two percent by 1992 which is the end of the Decade
of Disabled Persons.

4. Action

a. Management and Supervisory Officials. Management and
supervisory personnel, both appropriated and nonappropriated fund,
will:

(1) Utilize, in concert with other recruitment authorities,
the 700 hour appointment authority to employ persons with targeted
disabilities.

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(2) Work toward accomplishing the actions outlined in the enclosure when designated as a responsible official.

(3) Participate in efforts to reach potential applicants in targeted groups.

(4) Ensure that when targeted group members are among the best of the competing candidates within the selection range, they are given full consideration, and that the person who will best fulfill productivity and total mission needs, including affirmative action, is selected.

(5) Ensure that personal performance elements/standards reflect overall command affirmative action goals and objectives.

b. Director, Civilian Personnel Branch and Head, Nonappropriated Fund Instrumentality Civilian Personnel Branch. Provide technical assistance to all equal employment opportunity (EEO) officials in planning, developing, executing, and evaluating EEO program improvement.

c. Deputy EEO Officer. Monitor progress of the EEO program in achieving EEO program goals and objectives.



GAIL M. REALS
Deputy Commander for Support

DISTRIBUTION: E

Copy to: 1, 2, 23, 27

30 Apr 90

MCCDC FY 1990-1992 AFFIRMATIVE ACTION PROGRAM PLAN
FOR HIRING, PLACEMENT, AND ADVANCEMENT OF
PEOPLE WITH DISABILITIES

MARINE CORPS COMBAT DEVELOPMENT COMMAND
NAME OF ORGANIZATION


QUANTICO, VIRGINIA 22134-5001
ADDRESS OF ORGANIZATION

ORGANIZATIONAL LEVEL: AGENCY _____ MOC _____ REGION _____
COMMAND _____ INSTALLATION X HEADQUARTERS _____

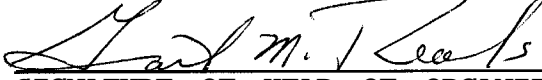
NUMBER OF EMPLOYEES COVERED BY PLAN: TOTAL 1,415
PROFESSIONAL 152 ADMINISTRATIVE 209 TECHNICAL 149
CLERICAL 305 OTHER 61 BLUE COLLAR 539

MR. JULIO MUNOZ/COMMERCIAL (703) 640-3337 - AUTOVON 278-3337
NAME OF CONTACT PERSON/PERSON PREPARING FORM/TELEPHONE NO.

SANDRA L. FRIEDLAND
DEPUTY EQUAL EMPLOYMENT OPPORTUNITY OFFICER
NAME OF TITLE OF PRINCIPAL EEO OFFICIAL

 20 March 1990
SIGNATURE OF PRINCIPAL EEO OFFICIAL DATE
CERTIFIES THAT THIS PLAN IS IN COMPLIANCE WITH EEO-MD-713.

GAIL M. REALS
BRIGADIER GENERAL, USMC, DEPUTY COMMANDER FOR SUPPORT
NAME AND TITLE OF HEAD OF ORGANIZATION OR DESIGNATED OFFICIAL

 30 April 1990
SIGNATURE OF HEAD OF ORGANIZATION OR DESIGNATED OFFICIAL
CERTIFIES THAT THIS PLAN IS IN COMPLIANCE WITH EEO-MD-713.

EEOC FORM 440 (10/87)

ENCLOSURE (1)

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INTRODUCTION

AFFIRMATIVE ACTION

The Rehabilitation Act of 1973 (P. L. 93-112), as amended by P. L. 93-516 strengthened the Federal Government's program to employ persons with disabilities by requiring Federal agencies to develop and implement an affirmative action program plan. The Command's plan for the recruitment, hiring, and placement of persons with disabilities is contained herein for Fiscal Years 1990 thru 1992.

OBJECTIVES

To improve the representation of persons with disabilities with emphasis on the hiring of individuals with targeted disabilities. The targeted disabilities and codes identified by the Equal Employment Opportunity Commission (EEOC), are defined within this plan.

GOAL

The Department of Defense (DoD) goal for employment of persons with targeted disabilities is 2.0 percent by 1992. To achieve this goal a timetable has been developed which is at Appendix F.

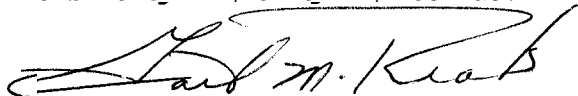
COMMANDING GENERAL'S EQUAL EMPLOYMENT OPPORTUNITY
POLICY STATEMENT

1. We've come a long way in the Marine Corps in our quest to ensure equal employment opportunity for all people based on merit and provide an atmosphere conducive to the elimination of discriminatory practices. However, our search is not finished and we must not let down our guard or relax our vigilance. To do so would send the wrong message and perhaps invite regression.

2. At Quantico we still have work to do. We must make improvements in such areas as placing women in nontraditional grades where underrepresentation exists, and putting emphasis on senior level positions. Additionally, we must increase the hiring of people with disabilities and provide reasonable accommodations for employees and applicants with disabilities. To do so, we will direct our efforts toward correcting inequities, revising existing policies, and practices that are fully supportive of Federal policies and promoting a climate of social harmony.

3. Committed though I am to the principles of EEO, I can't make it happen without the support of the entire work force. Each of us is responsible for actively promoting and supporting this equal employment policy. Further, the goals and objectives of the Affirmative **Action/EEO** Program are critical elements that will be used in evaluating the performance of managers and supervisors.

4. The composing of this statement has served as an opportunity for me to rededicate my efforts to ensuring we carry out both the spirit and the letter of the EEO Program. I hope as you read it you will do the same - it's the right thing to do!

A handwritten signature in dark ink, appearing to read "Gail M. Reals", with a stylized flourish extending from the end.

GAIL M. REALS
Deputy Commander for Support

AFFIRMATIVE ACTION PROGRAM FOR THE EMPLOYMENT AND ADVANCEMENT
OF PEOPLE WITH DISABILITIES
D E L E G A T I O N O F A U T H O R I T Y
(EXPLANATION OF RESPONSIBILITIES OF EEO PROGRAM OFFICIALS)

DELEGATION OF AUTHORITY - Page 1

The Commanding General, Marine Corps Base, Marine Corps Combat Development Command is the Equal Employment Opportunity Officer (EEOO) and, as such, has ultimate responsibility for all equal employment opportunity programs within the Command. The EEOO has delegated administrative program management of the EEO programs to a Deputy Equal Employment Opportunity Officer (DEEOO) who serves as the primary advisor to the EEOO in the areas of equal employment opportunity.

The Commanding General is responsible for:

(a) directing the implementation of an affirmative action program for the employment and advancement of people with disabilities, enforcing the requirements, and assuring full support to all levels of management and supervision.

(b) devoting adequate fiscal and personnel resources to establish and conduct a continuing recruitment program for the employment of people with disabilities with attention focused on individuals with target disabilities.

The Deputy Equal Employment Opportunity Officer is responsible for:

(a) developing the Command's Affirmative Action Program Plan for hiring, placement, and advancement of people with disabilities.

(b) assisting in identifying appropriate resources for the recruitment of qualified people with disabilities.

(c) participating in recruitment activities, as required.

(d) monitoring and evaluating the Command's Affirmative Action Program Plan for the Employment and Advancement of People with Disabilities.

(e) maintaining contact with organizations serving or representing people with disabilities.

(f) conducting and/or recommending training programs designed to dispel myths regarding the skills, knowledge, and abilities of persons with disabilities and encouraging greater involvement in achieving the goals and objectives outlined in this Plan.

AFFIRMATIVE ACTION PROGRAM FOR THE EMPLOYMENT AND ADVANCEMENT
OF PEOPLE WITH DISABILITIES
D E L E G A T I O N O F A U T H O R I T Y
(EXPLANATION OF RESPONSIBILITIES OF EEO PROGRAM OFFICIALS)

DELEGATION OF AUTHORITY - Page 2

The Director, Civilian Personnel Branch is responsible for:

- (a) appointing a Selective Placement Program Manager (SPPM).
- (b) ensuring that special appointing authorities and special employment programs are fully utilized for the placement and advancement of individuals with targeted disabilities.
- (c) establishing, cultivating, and utilizing recruitment sources having interest in the employment and advancement of people with disabilities.
- (d) working with the DEE00 in analyzing accessions/losses of people with disabilities to determine progress, or lack thereof, in meeting established goals and objectives for the employment and advancement of individuals with disabilities with targeted disabilities.
- (e) providing special employment data reports which encapsulate information regarding the employment of people with disabilities.

The Selective Placement Programs Manager is responsible for assisting the Special Emphasis Programs Manager:

- (a) in the development of a plan and procedures to activate a recruitment program for individuals having targeted disabilities.
- (b) in publicizing program goals and objectives in local and community newspapers to enhance the Command's image as an Equal Employment Opportunity employer.
- (c) in recruiting people with disabilities from appropriate resources including local and/or national rehabilitation organizations.
- (d) in working with managers/supervisors to identify positions which could be reasonably modified to accommodate the skills, knowledge, and abilities of individuals with targeted disabilities.

AFFIRMATIVE ACTION PROGRAM FOR THE EMPLOYMENT AND ADVANCEMENT
OF PEOPLE WITH DISABILITIES
D E L E G A T I O N O F A U T H O R I T Y
(EXPLANATION OF RESPONSIBILITIES OF EEO PROGRAM OFFICIALS)

DELEGATION OF AUTHORITY - Page 3

(e) in developing and conducting **"windmills"** training programs on the employment of persons with disabilities and in evaluating the progress of the program in relationship to the training.

Directors and Activity Heads are responsible for demonstrating leadership in the development, execution, and evaluation of the goals and objectives outlined in this Plan.

Managers and Supervisors are responsible for:

(a) identifying positions and/or architectural structures within their authority which would require reasonable modifications in order to be accessible to individuals with targeted disabilities.

(b) working with the SPPM in recruiting people with disabilities.

(c) creating an environment in which people with disabilities may perform at their highest performance potential.

(d) recognizing through appropriate awards system, the contributions of persons with disabilities to the accomplishment of the Command's mission.

AFFIRMATIVE ACTION PROGRAM FOR THE EMPLOYMENT AND ADVANCEMENT
OF PEOPLE WITH DISABILITIES

REPORT OF OBJECTIVES AND ACTION ITEMS

PROGRAM ELEMENT I: ENVIRONMENT

PROBLEM/BARRIERS STATEMENT: At present, supervisors and managers lack full understanding of and commitment to the goals and objectives of the Program. This situation limits the Command's ability to achieve program goals and objectives.

OBJECTIVES: To create and maintain an employment environment in which people with disabilities are encouraged to (1) compete for positions for which they qualify, (2) work at their full performance potential, (3) continue their career growth, and (4) participate in training and/or other development programs to enhance their career potential.

ACTION ITEMS	RESPONSIBLE	OFFICIAL	TARGET DATE
Develop "Windmills" Training Programs	SEPM		June 90
Conduct "Windmills"	SPPM		August 90
Participate in "Windmills" Training	Supervisors Managers		as scheduled
Evaluate the progress of the Program in relation- ship to the training provided	SPPM SEPM DEE00 Civ Pers Br, Trng Head		30 Nov 90 30 Sep 91-92

AFFIRMATIVE ACTION PROGRAM FOR THE EMPLOYMENT AND ADVANCEMENT
OF PEOPLE WITH DISABILITIES

REPORT OF OBJECTIVES AND ACTION ITEMS

PROGRAM ELEMENT II: EMPLOYMENT STRATEGIES/MONITORING - PAGE 1

PROBLEM/BARRIER STATEMENT: The Marine Corps Combat Development Command has made progress in the hiring and advancement of people with targeted disabilities. However, the Command is obligated to achieve a goal of 2.0 percent representation of the work-force by 1992. At present, the percent of people with targeted disabilities is 1.0 percent.

OBJECTIVE: To increase representation of individuals with targeted disabilities.

ACTION ITEMS	RESPONSIBLE OFFICIAL	TARGETED DATE
Create and implement a person with disa- bilities applicant referral system	Dir, Civ Pers Br Head, Recruit Sec	July 90
Identify the local/national organizations who provide employment assistance to persons with disabilities	SEPM	June 90
Provide copies of employment vacancy announcements to those local/national organiza-tions identified as pro-viders of employment assistance to persons with disabilities	Dir, Civ Pers Br	as positions are announced
Work with supervisors and managers in developing strategies to achieve program objectives	SPPM SEPM	Aug/Sept 1990, 91, and 92

AFFIRMATIVE ACTION PROGRAM FOR THE EMPLOYMENT AND ADVANCEMENT
OF PEOPLE WITH DISABILITIES

REPORT OF OBJECTIVES AND ACTION ITEMS

PROGRAM ELEMENT II: EMPLOYMENT STRATEGIES/MONITORING - PAGE 2

ACTION ITEMS	RESPONSIBLE	OFFICIAL	TARGETED	DATE
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Monitor the Affirmative Action Plan to determine progress in meeting the goals and objectives outlined in this Plan	SPPM SEPM			Quarterly FY90 , 91, and 92
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Prepare an Affirma- tive Action Program Accomplishment Report	SPPM SEPM			30 Sept FY90 , 91, and 92
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Ensure that all Vacancy Announcements contain the following statement:	Dir, Civ Pers Br Head, Recruit Sec			continuous
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"Applicants will be accepted from qualified nonstatus applicants with disabilities who are eligible for appointment under section 213-31-2(t) or (u) of schedule A and from nonstatus applicants who are 30 percent or more disabled veterans who have been certified by the Veterans' Administration or State Vocational Rehabilitation Office. The physical standards are directly related to the actual requirements of the position: however, reasonable accommodations of known handicapping conditions will be considered for all qualified individuals on a case-by-case basis.

AFFIRMATIVE ACTION PROGRAM FOR THE EMPLOYMENT AND ADVANCEMENT
OF PEOPLE WITH DISABILITIES

REPORT OF OBJECTIVES AND ACTION ITEMS

PROGRAM ELEMENT III: TRANSPORTATION BARRIERS - PAGE 1

PROBLEM/BARRIER STATEMENT: One of the most difficult problems people with disabilities face is that of gaining access to transportation. Until recently, little was done to reduce the physical and other barriers that deny a large segment of the population the mobility upon which everyone in this country is heavily dependent. Transportation barriers increase the social costs of disability by placing jobs out of the reach of many who are potentially employable.

OBJECTIVE: To employ qualified persons with disabilities seeking employment within the Command by assisting them to gain access to affordable transportation.

ACTION ITEMS	RESPONSIBLE	OFFICIAL	TARGETED DATE
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Work with the Architectural and Transportation Board, the National Center for a Barrier Free Environment, Rehabilitation Agencies and other organizations within the local community to eliminate the barrier of a lack of public transportation systems	SPPM SEPM DEE00		1 June 90 and continuous
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Explore the feasibility of establishing a car-pool network within the Command designed to help people with disabilities identify coworkers with whom they can share transportation	SPPM SEPM Supervisors Managers		3rd Qtr FY90
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AFFIRMATIVE ACTION PROGRAM FOR THE EMPLOYMENT AND ADVANCEMENT
OF PEOPLE WITH DISABILITIES

REPORTS OF OBJECTIVES AND ACTION ITEMS

PROGRAM ELEMENT III: TRANSPORTATION BARRIERS - PAGE 2			
ACTION ITEMS	RESPONSIBLE OFFICIAL	TARGETED DATE	
<hr/>			
When necessary and reasonable, adjust the working hours of people with disabilities to coincide with the schedule of their means of transportation	Supervisors Managers SPPM SEPM	As necessary	
Designate disabled parking spaces near building entrances for both people with disabilities and nondisabled drivers who transport people with disabilities	Dir, Facilities Division Heads Supervisors Managers	As Needed	
Designate a transportation telephone "Hotline" coordinator	Dir, Facilities SPPM SEPM	August 90	
Establish and publicize a transportation telephone "Hotline"	Dir, Facilities SPPM SEPM	September 90	

AFFIRMATIVE ACTION PROGRAM FOR THE EMPLOYMENT AND ADVANCEMENT
OF PEOPLE WITH DISABILITIES

REPORT OF OBJECTIVES AND ACTION ITEMS

PROGRAM ELEMENT IV: PROGRAM PUBLICITY ■

PROBLEM/BARRIER STATEMENT: While the Command has made progress in increasing its persons with disabilities work force representation, it has not used the available media resources to publicize this fact. This impacts on the community's perception regarding this Command's efforts in this vital program.

OBJECTIVE: To publicize the Command's achievements in furthering employment and advancement opportunities for people with disabilities.

ACTION ITEMS	RESPONSIBLE OFFICIAL	TARGETED DATE
Publicize "individual" employee contributions to enhancing and advancing the Program in community newspapers, the Quantico Sentry, Civilian Employees Bulletin, and EEO publications	SPPM SEPM Public Affairs Office Dir, Civ Pers Br DEE00	As they occur
Formally recognize individual employee's contributions thru the established performance evaluation systems	Division Heads Supervisors	30 June 90, 91, and 92
Share "Success Stories" with other Marine Corps activities	SPPM SEPM	As they occur

APPENDIX A

TARGETED DISABILITIES

HEARING IMPAIRMENTS

CODE 16-17

16-Total deafness in both ears with understandable speech.

17-Total deafness in both ears and unable to speak clearly.

VISION IMPAIRMENTS

CODE 23, 25

23-Inability to read ordinary size print, not correctable by glasses (can read oversize print or use assisting devices such as glass or projector modifier).

25-Blind in both eyes (no usable vision, but may have some light perception).

MISSING EXTREMITIES

CODE 28, 32-38

28-One arm

32-One leg

33-Both hands or arms

34-Both feet and legs

35-One hand or arm and one foot or leg.

36-One hand or arm and both feet or legs.

37-Both hands or arms and one foot or leg.

38-Both hands or arms and both feet or legs.

PARTIAL PARALYSIS

CODE 64-68

64-Both hands

65-Both legs, any part.

66-Both arms, any part.

67-One side of body, including one arm and one leg.

68-Three or more major parts of the body (arms and legs)

COMPLETE PARALYSIS

CODE 71-78

71-Both hands

72-One arm

73-Both arms

74-One leg

75-Both legs

76-Lower half of body, including legs.

77-One side of body, including one arm and one leg.

78-Three or more major parts of the body.

OTHER IMPAIRMENTS

CODE 82, 90-92

82-Convulsive disorder
(epilepsy)

90-Mental retardation and lifelong condition involving a limited ability to learn, to be educated, and to be trained for useful productive employment as certified by a State Vocational Rehabilitation agency under section 213.3102(t) of schedule A.

91-Mental or emotional illness (a history of treatment for mental or emotional problems).

92-Severe distortion of limbs and/or spine (e.g. dwarfism, kyphosis (severe distortion of back), etc.)

APPENDIX B

PHYSICAL AND MENTAL HANDICAP

DEFINITIONS

"Disabled person" is defined as one who: (1) has a physical or mental impairment which substantially limits one or more of their major life activities, (2) has a record of such an impairment, or (3) is regarded as having such an impairment.

This definition includes alcohol and drug abusers. This is consistent with the OPM regulations that state that applicants and employees cannot be denied or deprived employment consideration solely on the basis of alcohol or drug abuse. Applicants or appointees who currently abuse alcohol or use drugs may be disqualified if there is a connection between such abuse or use and the nature of the employment or if the symptoms resulting from the use of these substances may be so severe that such use, in and of itself, will be sufficient to justify an adverse suitability determination. This is not to be construed to prohibit the dismissal of an employee who, after reasonable effort at rehabilitation, cannot properly function in his **or** her employment.

"Physical or mental **impairment**" means (1) any physiological disorder or condition, cosmetic disfigurement, or anatomical loss affecting one or more of the following body systems: neurological; musculoskeletal; special sense organs; cardiovascular; reproductive; digestive; genito-urinary; **hemic** and lymphatic; skin; and endocrine; or (2) any mental or psychological disorder, such as mental retardation, organic brain syndrome, emotional or mental illness, and specific learning disabilities.

"**Major** life activities" means functions such as caring for one's self, performing manual tasks, walking, seeing, hearing, speaking, breathing, learning, and working.

"**Has** a record of such an impairment" means has a history of, or has been classified (or misclassified) as having a mental or physical impairment that substantially limits one or more major life activities.

"**Is** regarded as having such an **impairment**" means (1) has a physical or mental impairment that does not substantially limit major life activities but is treated by an employer as constituting such a limitation; (2) has a physical or mental impairment that substantially limits major life activities only as a result of the attitude of an employer toward such impairment; (3) or has none of the impairments defined in this section but is treated by an employer as having such an impairment.

APPENDIX C

Placement consideration for the Handicapped

<u>Impairment</u>	<u>Problems and Limitations</u>
Amputees	<p><u>Problems.</u> Decreased mobility, especially on wet, slippery floors; limited types of physical activity: extremes of heat, cold, and humidity; and, decreased efficiency occurs with constant vibration where artificial limbs are used that accentuate the vibration.</p> <p><u>Limitations.</u> Depends on limb removed, degree of rehabilitation, and ability to use prosthetic device: and, should avoid heavy lifting.</p>
Visual	<p><u>Problems.</u> Different intensities of light; multiple or exposed electrical wiring and outlets; cramped quarters, and activities requiring sudden movement.</p> <p><u>Limitations.</u> Should not drive vehicles or operate heavy machinery; should not work in crowded areas.</p>
Hearing	<p><u>Problems.</u> Work sites where warning bells or alarms are used; sudden temperature changes and high places where need for constantly good equilibrium exists.</p> <p><u>Limitations.</u> Should not work where lack of hearing would be a safety hazard.</p>
Epilepsy	<p><u>Problems.</u> Excessive tension, blinking lights, changing work shifts, and dangerous equipment.</p>

	<p><u>Limitations.</u> Should avoid high places and machinery with moving parts.</p>
Arthritis and Rheumatism	<p><u>Problems.</u> Sudden temperature changes: toxic conditions; long periods of standing; and activity requiring pushing, pulling, or sudden movement.</p> <p><u>Limitations.</u> Depends on extent or disability; may have difficulty in performing precision-type jobs: and, may have difficulty with heavy work, especially lifting and work requiring a firm grip.</p>
Mental Illness	<p><u>Problems.</u> Tension and strong interpersonal interactions.</p> <p><u>Limitations.</u> Depends on degree of rehabilitation.</p>
Mental Retardation	<p><u>Problems.</u> Excessive work speed, danger from hazards that may not be understood, complexity of tasks, and learns new task slowly.</p> <p><u>Limitations.</u> Minimal concentration; and, should avoid contact with potentially dangerous machinery.</p>
Polio	<p><u>Problems.</u> Bending, activities requiring sudden movement, and extreme or uncomfortable work positions.</p> <p><u>Limitations.</u> Varies with degree of disability.</p>
Paralysis	<p><u>Problems.</u> Activities requiring sudden movement: random movement of heavy mechanical equipment, lifting, and inability to avoid excessive exposure to dust and fumes.</p> <p><u>Limitations.</u> Varies upon degree of paralysis and portion of body affected.</p>

Cardiovascular

Problems. Excessive emotional and physical efforts, cramped places, climbing, and activities requiring high speed of personal performance.

Limitations. Should have minimum emotional or physical strain, should not drive vehicles, and should avoid heavy machinery.

Paraplegia

Problems. Decreased mobility: dampness, carrying, reaching, and throwing.

Limitations. Cannot stand. Has limited reach and ability to move about and should not be placed in multistory building without elevator or ramps.

APPENDIX D

REASONABLE ACCOMMODATIONS SUMMARY

Federal agencies are required to make reasonable accommodations to the known physical or mental limitations of a qualified applicant or employee, unless the accommodation would impose an undue hardship on the agency. An agency may consider the size, **type**, and nature of its program, and the cost of the accommodation.

A reasonable accommodation is an adjustment made to a job and/or the work environment that enables a qualified person with disabilities to perform the duties of that position. The types of accommodations which can be made are numerous and may include:

- o making facilities accessible to and usable by persons with disabilities;
- o **worksite** modifications;
- o adjusting work schedules;
- o restructuring jobs;
- o acquisition or modification of equipment or devices;
- o providing interpreters, readers, or personal assistants; and
- o reassigning or retraining employees.

When planning accommodations it is important to remember that accommodations are highly individualized and what may have been successful for one disabled person may not be appropriate or necessary for another. This involves analysis of the known limitations of an individual with respect to the functional requirements of a particular job and the nature of the work environment in which the job is performed. A job analysis is critical and makes this possible. The information collected through the job analysis on the functional abilities and limitations of a person with disabilities provides the basis from which potential problems can be identified, understood, and appropriate accommodations planned.

APPENDIX E

PERMANENT WORK FORCE Analysis

ANALYSIS OF WORK FORCE: WHITE COLLAR (GS, GH, SES, AND ALL OTHER)																	September 30, 1989 DATA AS OF END OF REPORTING YEAR		
CATEGORY *	GS-1	GS-2	GS-3	GS-4	GS-5	GS-6	GS-7	GS-8	GH-9	GS-10	GS-11	GS-12	GS/GH 13	GS/GH 14	GS/GH 15	SES	OTHER WC **	TOTAL WC	
TOTAL WORK FORCE		1 100	69 100	107 100	179 100	72 100	72 100	10 100	770 100	1 100	67 100	69 100	2 3 100	17 100	4 100		104 100	1 1000	
H O T IDENTIFIED (01)					2 1.1							1 1.44						1 1000	
NOT AVAILABLE OR UNSPECIFIED																		1 1000	
NO HANDICAP (04-05)		1 100	65 94	101 94	171 97	71 99	69 96	10 100	67 96	1 100	60 90	67 99	23 100	16 94	4 100		102 98	1 1000	
HANDICAP REPORTED (06,13-94)			4 5.8	6 5.6	6 3.4	1 1.4	3 4.2		3 4.3		7 10.4	1 1.4		1 5.9			2 11.9	1 1000	
TOTAL TARGETED DISABILITIES			2 2.9	3 2.8	1 0.6						1 1.5			1 5.9				1 1000	
DEAFNESS (16,17)			1 1.4	1 0.9	1 0.6													1 1000	
BLINDNESS (23,25)																		1 1000	
MISSING EXTREMI- TIES (28,32-38)											1 1.5							1 1000	
PARTIAL PARALYSIS (64-68)																		1 1000	
COMPLETE PARALYSIS (71-78)																		1 1000	
CONVULSIVE DISORDERS (82)				1 0.9														1 1000	
MENTAL RETARDATION (90)																		1 1000	
MENTAL ILLNESS (91)			1 1.4	1 0.9														1 1000	
DISTORTION OF LIMBS/SPINE (92)														1 5.9				1 1000	

EEOC FORM 440 (pg. 8) (10/87)

* NUMBERS IN PARENTHESES REFER TO CODES ON STANDARD FORM 256
 * INCLUDES UNSPECIFIED GS AND ALL OTHER WHITE COLLAR PAY PLANS

NOTE: PERCENTAGES ARE TO BE CALCULATED ON THE BASIS OF TOTAL EMPLOYEES IN EACH OF THE CATEGORIES LISTED IN THE COLUMN ON THE LEFT.
 THOSE AGENCIES WHICH USE OTHER PERSONNEL SYSTEMS SHOULD ADAPT THIS FORM FOR THEIR SYSTEMS.

PERMANENT WORK FORCE

September 30, 1989
DATA AS OF END OF REPORTING YEAR

ANALYSIS OF WORK FORCE: FEDERAL WAGE SYSTEM

CATEGORY *	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	WD/WG	OTHER	TOTAL
TOTAL WORK FORCE		32	3	19	43		50	44	63	116	23						103	100%
NOT IDENTIFIED (01)		100	100	100	100		100	100	100	100	100						100	100%
NOT AVAILABLE OR UNSPECIFIED																		
NO HANDICAP (04-05)																	102	100%
HANDICAP REPORTED (06,13-94)		26	2	67	41	95	46	98	62	115	22						99	100%
TOTAL TARGETED DISABILITIES		181	1		2	92	3	1	1	99	1						1	100%
DEAFNESS (16,17)		6			4.7		6.0	2.3	1.6	1	4.3						1.0	100%
BLINDNESS (23,25)		12.5							1.6	0.9								100%
MISSING EXTREMI- TIES (28,32-38)		3.1																100%
PARTIAL PARALYSIS (64-68)																		100%
COMPLETE PARALYSIS (71-78)		13.1																100%
CONVULSIVE DISORDERS (82)																		100%
MENTAL RETARDATION (90)		2																100%
MENTAL ILLNESS (91)		6.3							1.6									100%
DISTORTION OF LIMBS/SPINE (92)																		100%

EEOC FORM 440 (Pg. 9) (10/87)

* NUMBERS IN PARENTHESES REFER TO CODES ON STANDARD FORM 256
** INCLUDES WL/WH/WS AND ALL OTHER BLUE COLLAR PAY PLANSNOTE: PERCENTAGES ARE TO BE CALCULATED ON THE BASIS OF TOTAL EMPLOYEES IN EACH OF THE CATEGORIES LISTED IN THE COLUMN ON THE LEFT.
THOSE AGENCIES WHICH USE OTHER PERSONNEL SYSTEMS SHOULD ADAPT THIS FORM FOR THEIR SYSTEMS.

PERMANENT WORK FORCE

ANALYSIS OF WORK FORCE: TYPES OF OCCUPATIONS

(PROFESSIONAL, ADMINISTRATIVE, TECHNICAL, CLERICAL, OTHER WHITE COLLAR, SUPERVISORY, LEADER, AND NONSUPERVISORY BLUE COLLAR)

September 30, 1989

DATA AS OF END OF REPORTING YEAR

CATEGORY	PROP	ADMIN	TECHNICAL	CLERICAL	OTHER WC	SUPV BC	LEADER, BC	NONSUPV BC	TOTAL WP
TOTAL WORK FORCE	149 / 100	195 / 100	159 / 100	301 / 100	61 / 100	45 / 100	29 / 100	460 / 100	100%
NOT IDENTIFIED (01)		2 / 1.0	1 / 0.6					1 / 0.2	100%
NOT AVAILABLE OR UNSPECIFIED									100%
NO HANDICAP (04-05)	147 / 98.7	182 / 93.3	154 / 96.9	284 / 94.4				440 / 95.7	100%
HANDICAP REPORTED (06,13-94)	2 / 1.3	11 / 5.6	4 / 2.5	17 / 5.6				20 / 4.3	100%
TOTAL TARGETED DISABILITIES		2 / 1.0		6 / 2.0				6 / 1.3	100%
DEAFNESS (16,171)				3 / 1.0				1 / .22	100%
BLINDNESS (23,25)									100%
MISSING EXTREMITIES (28,32-38)		1 / .5						1 / .22	100%
PARTIAL PARALYSIS (64-68)								1 / .22	100%
COMPLETE PARALYSIS (71-78)									100%
CONVULSIVE DISORDERS (82)				1 / .33					100%
MENTAL RETARDATION (90)								2 / .43	100%
MENTAL ILLNESS (91)				2 / .66				1 / .22	100%
DISTORTION OF LIMBS/SPINE, (92)		1 / .5							100%

EEOC FORM 440 (pg. 10) (10/87)

NOTE: PERCENTAGES ARE TO BE CALCULATED ON THE BASIS OF TOTAL EMPLOYEES IN EACH OF THE CATEGORIES LISTED IN THE COLUMN ON THE LEFT.

PERMANENT WORK FORCE

PROMOTIONS AND CAREER DEVELOPMENT PROGRAMS

OCTOBER 1, 1988, TO SEPTEMBER 30, 1989

CATEGORY	ON-BOARD AS OF 9/30/89	PROMOTIONS		CAREER DEVELOPMENT (GRADES 5-12)		SENIOR LEVEL CAREER DEVELOPMENT PROGRAMS (GRADES 13-15)		SES DEVELOPMENT PROGRAMS	
		NUMBER	PERCENT	SLOTS FILLED	PERCENT	SLOTS FILLED	PERCENT	SLOTS FILLED	PERCENT
TOTAL WORK FORCE	1,399.	221	15.8	* 48	3.4	-	-	-	-
NOT IDENTIFIED (01)	4	1	25.0	-	-	-	-	-	-
NOT AVAILABLE OR UNSPECIFIED									
NO HANDICAP (04-05)	1,341	213	15.9	46	3.4				
HANDICAP REPORTED (06, 13-94)	54	7	13.0	2	3.7				
TOTAL TARGETED DISABILITIES									

* Career Development (Grades 5-12)
 48= 12 VRA (1-Handicapped)
 14 Upward Mobility (1-Handicapped)
 22 Career Ladder

COMPUTATIONS:

PERCENT
PROMOTIONS

NUMBER
ON-BOARD IN CATEGORY

PERCENT
DEVELOPMENT PROGRAMS

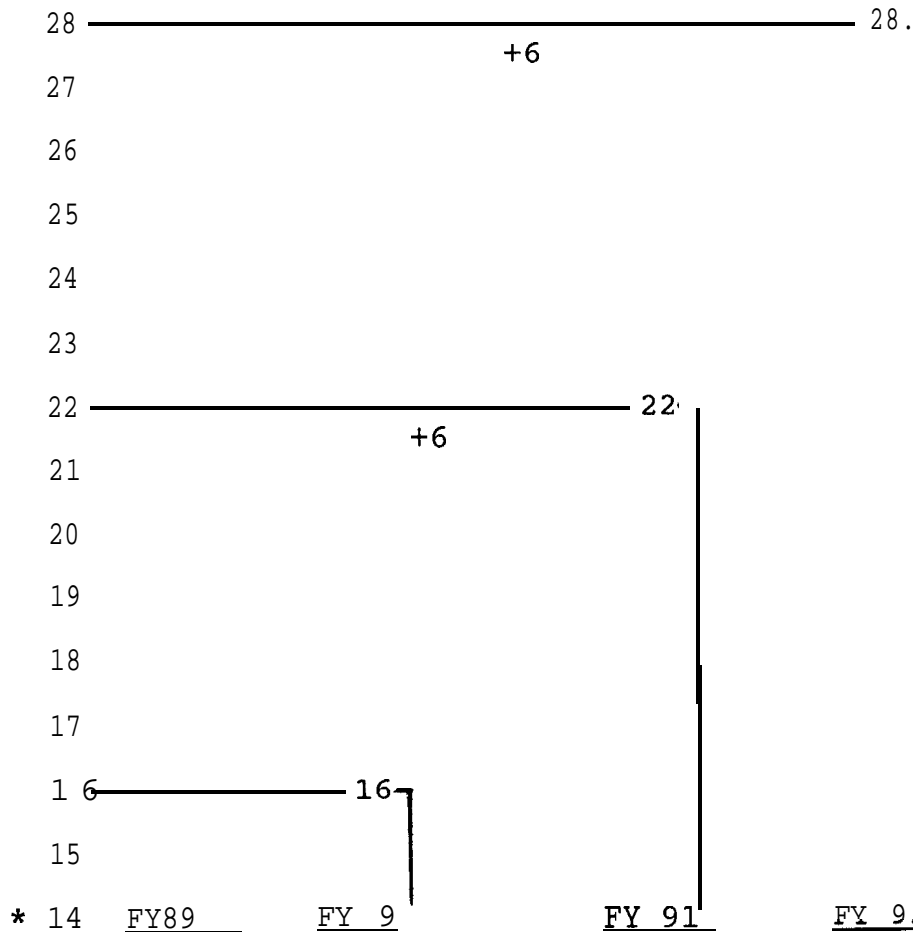
SLOTS IN CATEGORY
ON-BOARD IN CATEGORY

COMPUTATIONS ARE TO BE BASED ON ACTIONS DURING THE REPORTING PERIOD. FOR PROMOTIONS, USE STANDARD FORM 50, NATURE OF ACTION CODES 702 AND 542. FOR CAREER DEVELOPMENT (GRADES 5-12), COUNT SLOTS FILLED UNDER FORMAL UPWARD MOBILITY PROGRAMS, APPRENTICESHIP PROGRAMS, AND OTHER TRAINING AND DEVELOPMENT PROGRAMS, AS WELL AS APPOINTMENTS THAT MOVE PEOPLE NONCOMPETITIVELY THROUGH A SERIES OF PROMOTIONS WITH SOME TYPE OF TRAINING IN THE PROCESS. INCLUDE BOTH BLUE COLLAR AND WHITE COLLAR POSITIONS. FOR SENIOR LEVEL CAREER DEVELOPMENT (GRADES 13 THROUGH 15) PROGRAMS, COMPUTATIONS ARE TO BE BASED ON THE NUMBER OF INDIVIDUALS ENROLLED IN FORMAL EXECUTIVE AND MANAGEMENT DEVELOPMENT PROGRAMS DURING THE REPORTING PERIOD.

APPENDIX F

NUMERICAL OBJECTIVES TIMETABLE

INDIVIDUALS WITH TARGETED DISABILITIES - GOAL, 2.0 percent of the work force.



NOTE: The **FY90** goal is subject to lifting of the hiring freeze. The **FY91/92** goals are subject to change and new goals established each fiscal year based on the Command's workforce strength.

* Actual on board as of September 1989
DON/MCCDC goal for 1992 - 28

APPENDIX G

FOR THE PERIOD OCTOBER 1, 1988 THROUGH SEPTEMBER 30, 1989

AFFIRMATIVE ACTION PROGRAM FOR INDIVIDUALS WITH HANDICAPS

STAFFING COMMITMENTS

Provide data indicating staffing commitments as of September 30, 1988. Include selective placement coordinators, handicapped program managers, and other key staff assigned to the affirmative action program for individuals with handicaps. Do not include equal employment opportunity counselors and other personnel processing complaints of discrimination on the basis of handicap.

A. HEADQUARTERS PERSONNEL WITH NATIONWIDE RESPONSIBILITY:

1. AGENCYWIDE RESPONSIBILITY (DEPARTMENTWIDE, IF APPLICABLE)

NUMBER OF PERSONS Not Applicable
 TOTAL STAFF YEARS (FULL-TIME EQUIVALENTS ALLOCATED TO THE PROGRAM) Not Applicable

2. RESPONSIBILITY FOR MAJOR OPERATING COMPONENTS (IF NONE, INDICATE NOT APPLICABLE)

NUMBER OF PERSONS Not Applicable
 TOTAL STAFF YEARS (FULL-TIME EQUIVALENTS ALLOCATED TO THE PROGRAM) Not Applicable

B. ALL OTHER PERSONNEL (NOT ACCOUNTED FOR ABOVE) AT HEAD-QUARTERS, IN COMPONENT AGENCIES, OR IN FIELD INSTALLATIONS RESPONSIBLE FOR MANAGEMENT AND COORDINATION OF THE PROGRAM:

PERCENTAGE OF TIME ALLOCATED TO THE PROGRAM.:	INDICATE NUMBER. IN-EACH GROUP
1 - 5 %	3
6 - 10 %	
11 - 25 %	
26 - 75 %	
76 - 100 %	
TOTAL:	3

C. NUMBER OF AGENCY PERSONNEL OFFICES WITH APPOINTING AUTHORITY 1

EEOC FORM 440 (pg. 6)

PERMANENT WORK FORCE

SUMMARY OF ACCOMPLISHMENTS IN AFFIRMATIVE ACTION PROGRAM FOR EMPLOYMENT OF INDIVIDUALS WITH HANDICAPS . TOTAL, (PERMANENT) WORK FORCE

	TOTAL WORK FORCE	PERSONS WITH HANDICAPS		NO HANDICAP (04-05)		OTHER (01 I AND NOT I AVAILABLE)	PERSONS WITH I TARGETED DISABILITIES		
SEPTEMBER 30, 1988 *	1,409	53	3.8	1,356	96.2	5	0.35	14	1.0
FY1989 OBJECTIVE	N.A.	N.A.	N.A.	N.A.	N.A.	N.A.	N.A.		
SEPTEMBER 30, 1989 **	1,399	58	4.1	1,341	95.9	4	0.29	14	1.0
	382	2	0.5	380	99.5	-	-	2	0.5

TOTAL NUMBER OF ACCESSIONS FROM
OCT. 1, 1988 TO SEPT. 30, 1989

17

INSTRUCTIONS:

THE DATA ON THIS PAGE ARE FOR PERMANENT
TENURE (FULL-TIME, PART-TIME AND INTERMITTENT)
AND PERMANENT NON-APPROPRIATED FUND EMPLOYEES.

TOTAL NUMBER OF LOSSES FROM
OCT. 1, 1988 TO SEPT. 30, 1989

12

SPECIAL RECRUITMENT PROGRAM -- ACCESSIONS AND LOSSES -- TARGETED DISABILITIES

	DEAF (16,17)	BLIND (23,25)	MISSING EXTREMITIES (28,32-38)	PARTIAL PARALYSIS (64-68)	COMPLETE PARALYSIS (71-78)	CONVULSIVE DISORDERS (82)	MENTALLY RETARDED (90)	MENTAL ILLNESS (91)	DISTORTION LIMB/SPINE (92)	TOTAL TARGETED DISABILITIES
ON-BOARD PERSONS TARGETED DISABILITIES AS OF SEPT. 30, 1988	4		2	2		2	1	2	1	14
APPLICATIONS FROM OCT. 1, 1988 TO SEPT. 30, 1989 **										
ACCESSIONS FROM OCT. 1, 1988 TO SEPT. 30, 1989							* 1 ** 2	1		2 2
LOSSES FROM VOLUNTARY & INVOLUNTARY SEPARATIONS OCT. 1, 1988 TO SEPT. 30, 1989				1		1				2
ON-BOARD PERSONS WITH TARGETED DISABILITIES AS OF SEPT. 30, 1989	4		2	1		1	4	3	1	16

PERMANENT WORK FORCE

PART 1: PROGRAM PLAN UPDATE
FOR THE PERIOD OCTOBER 1, 1989, THROUGH SEPTEMBER 30, 1990

**NUMERICAL OBJECTIVES (GOALS) FOR EMPLOYMENT OF PERSONS
WITH TARGETED DISABILITIES (TD) (BASED ON PERMANENT WORK FORCE)**

ANTICIPATED CHANGES IN WOW FORCE FROM OCT. 1, 1989, TO SEPT. 30, 1990			
	NUMBER	+ OR -	PERCENT CHANGE +/-
LOSSES (TOTAL WORK FORCE)	238	I -	17.0
LOSSES WITH HANDICAP REPORTED	10	-	17.2
LOSSES TARGETED DISABILITIES (TD)	1		7.1
ACCESSIONS (TOTAL WORK FORCE)	+ 208	+	14.9
ACCESSIONS WITH HANDICAP REPORTED	+ 15	+ -	25.8
ACCESSIONS TARGETED DISABILITIES (TD)	+ 3	+	21.4

	WORK FORCE ACTUAL DATA AS OF 9/30/89		ANTICIPATED CHANGES IN WORK FORCE FROM 10/1/89 TO 9/30/90		ANTICIPATED DATA AS OF 9/30/90	
	NUMBER	%	NUMBER + OR -	% CHANGE + OR -	NUMBER	%
TOTAL WORK FORCE	1,399	100	+ 21	+ 1.5	1,420	100
HANDICAP REPORTED	58	4.1	+ 5	+ 8.6	63	4.4
TARGETED DISABILITIES	14	1.0	+ 2	+14.3	16	1.1

* CALCULATE THIS PERCENTAGE BY DIVIDING THE NUMBER + OR - BY THE CORRESPONDING NUMBER IN THE WORK FORCE AS OF THE BEGINNING OF THE REPORTING PERIOD.

NUMERICAL OBJECTIVES FOR THE PERIOD 10/1/89 TO 9/30/90	
A. TOTAL NUMBER OF ACCESSIONS OF PERSONS WITH TD	5
B. PERCENT ACCESSIONS OF PERSONS WITH TD	.35
C. TOTAL NUMBER OF PERSONS WITH TD ON BOARD AS OF SEPTEMBER 30, 1990	19
D. PERCENT OF WORK FORCE WITH TD AS OF SEPTEMBER 30, 1990	1.35

TEMPORARY WORK FORCE

SUMMARY OF ACCOMPLISHMENTS IN AFFIRMATIVE ACTION PROGRAM FOR EMPLOYMENT OF INDIVIDUALS WITH HANDICAPS • TEMPORARY (TEHP) WORK FORCE

	TOTAL WORK FORCE TEMP	PERSONS WITH HANDICAPS TEHP	NO HANDICAP (04-05) TEHP	OTHER (01 AND NOT AVAILABLE) TEMP	PERSONS WITH TARGETED DISABILITIES TEMP
SEPTEMBER 30, 1988 *	30	3	10.0	27	90.0
SEPTEMBER 30, 1989 *	41	2	4.9	39	95.1
SEPTEMBER 30, 1989 **	51	1	2.0	50	98.0

TOTAL NUMBER OF ACCESSIONS (TEMP) FROM
OCT. 1, 1988 TO SEPT. 30, 1989

3

TOTAL NUMBER OF LOSSES (TEMP) FROM
OCT. 1, 1988 TO SEPT. 30, 1989

3

INSTRUCTIONS:

THE DATA ON THIS PAGE ARE
FOR TEMPORARY TENURE, TEMPORARY
INTERMITTENT, AND TEMPORARY
NONAPPROPRIATED FUND EMPLOYEES.

ACCESSIONS AND LOSSES (TEMPORARY) - - TARGETED DISABILITIES

TEMPORARY EMPLOYEES ONLY	DEAF (16,17)	BLIND (23,25)	MISSING EXTREMITIES (28,32-38)	PARTIAL PARALYSIS (64-68)	COMPLETE PARALYSIS (71-78)	CONVULSIVE DISORDERS (82)	MENTALLY RETARDED (90)	MENTAL ILLNESS (91)	DISTORTION LIMB/SPINE (92)	TOTAL TARGETED DISABILITIES
ON-BOARD PERSONS TARGETED DISABILITIES AS OF SEPT. 30, 1988										
ACCESSIONS FROM OCT. 1, 1988 TO SEPT. 30, 1989		** 1								1
LOSSES FROM VOLUNTARY & IN- VOLUNTARY SEPARATIONS OCT. 1, 1988 TO SEPT. 30, 1989										
CONVERSIONS TO PERMANENT EMPLOYMENT OCT. 1, 1988 TO SEPT. 30, 1989										
ON-BOARD PERSONS TARGETED DISABILITIES AS OF SEPT. 30, 1989		1								1